



## Middle and Senior Management Differences in Applying the Principles of the Corporate Athlete Paradigm in Middle Management

Drummond International, is a leadership development firm, based in Scotland. Drummond International supported by B Corp Team Scotland and local leaders in middle management development hosted a professional dinner for forum discussion and networking. The group considered how would they address some of the current challenges in middle management?

In response to that question a research project was designed, using the Corporate Athlete concepts, as postulated by Jim Loehr and Tony Schwartz in 2001. They suggested that there are four capacities (physical, emotional, mental and spiritual), which are supported through rituals and balanced work/rest ratios.

**The research project sought to answer two primary questions:**

- Do managers know the best practices for taking care of themselves on all levels of the four capacities?
- Are there differences between middle managers and senior managers in the practice of self-care?

**The project focused on 9 middle and senior managers, who all volunteered to fill out a questionnaire and be interviewed. Four clear themes emerged from the research.**

1. Managers are most vulnerable during transitions (i.e. changing jobs, moving, children being born, or marriage).
2. Organizational values are only powerful if they are understood and lived.
3. The Physical Capacity is relevant to business as ill health does not support the other three capacities.
4. More autonomy does not lead to better self-care. There was no significant difference between middle and senior managers, no matter the role, they were faced with the same challenges.

Although the research outcomes were powerful, the impact the managers had on the research team was above and beyond the most meaningful part of the study.

### STUDENT FEEDBACK

ZACH MURPHY - MSC PERFORMANCE PSYCHOLOGY,  
UNIVERSITY OF EDINBURGH

*"My work with Drummond International created a very transformational balance between research and application. I believe that starting with relationships is the best way to seek any outcome, and this project gave me that chance.*

*I was exposed to many members of the local community who are leading real people with real challenges, whether it be not having enough time, not having enough energy, or simply being too worn out to do anything extra.*

*This research project taught me how important it is to link research with industry. I was incredibly blessed to have a supervisor who supported me throughout the process, and guided me through a challenge I would not been able to navigate on my own. I was also very fortunate to have Drew Drummond along every step of the way.*

*My relationship with Drummond International will continue and my hope is that we are able to help managers in the community see the benefits of prioritizing self-care among other responsibilities."*

### EMPLOYER EXPERIENCE

DREW DRUMMOND - MANAGING DIRECTOR OF  
DRUMMOND INTERNATIONAL

*"It's all about relationships. We had an opportunity to take some of the theory of the Master's programme and endeavour to put this into application. Whilst a self-starting process on behalf of the student, it very quickly became apparent of the benefits for all parties involved. Building on new and existing relationships enabled the reality, learning and benefits of research being able to be applied and lived out in a connected and current reality. It has and continues to work – thank you."*